RESEARCH PLAN PROPOSAL

IMPACT OF PUBLIC RELATIONS ON STUDENT ENROLLMENT IN INDIAN HIGHER EDUCATION: A COMPARATIVE

STUDY OF SELECT PRIVATE UNIVERSITIES

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INTRODUCTION

The work of public relations is to create a favorable image of any organization. Maintaining public relations applies for those activities dedicated to upholding the image of the institution or maintaining and promoting understanding and favorable relations with the community or public at large. Education Institutes use public relations both internally and externally. Internal public relation stands for public relations within the organization and its employees. External public relation stands for maintaining favorable relations with the public.

The purpose of internal public relations is to clear communication about organizational intentions, activities and performance, improve sense of cohesion among employees, and circulate adequate task-related information, positive information regarding an organization's ability to provide challenging and meaningful tasks. The external public relations of any organization is when the institute holds several conferences, sends out press releases, manages events and keeps itself much in the public glare for better promotion and more recognition. Institutes these days maintain special Alumni Relations Cell through which they keep in constant contact with their students who have passed out and are doing well in the industry. They do it for the purpose of a better brand name and to ensure decent placements to the upcoming batches through their contacts.

With Internet taking the center stage for all communication, the role of public relation here becomes precise yet demanding. Use of social media sites, blog, pod-cast etc. are the tools available for the public relations cell professional at the fingertip giving them a wide scope of reaching out.

Public Relations are a vital element of the institutions relationship with the outside world. It is considered that public relation has seven major roles to perform for any educational institution:

- Expanding the number of applicants to the institution
- Help the institution to become better known
- Help the institution to gain an enhanced reputation
- Influencing decision makers to smile upon one's institution
- Improving internal relations
- Maintaining good relations with the community
- Maintaining positive relations with the alumni

Public relations play a very critical role in higher educational institutions. Educational public relations officers assist students and work with parents and various groups within an Institution. They distribute newsletters containing information about campus events, build and maintain ties with alumni, lecturers, staff and students. According to National School Public Relations Association (2012) educational public relations is a planned and systematic management function to help improve the programme and services of an educational organization. This indicates that activity of educational public relation is a two-way affair involving communication between the institution and its audiences. A communications plan provides the means by which resources and information can be accessed and managed easily for the benefit of an institution. Wilcox, D. L., Ault, P. H., Agee, & Cameron, G. T. (2001) throw light on public relations functions and believe that the practice of public relations is indeed a process, one that utilizes frequent and concentrated communication.

No unifying theory of public relations (PR) exists. In each field different kinds of PR are required: for example, higher education requires a different set of practices and involving different needs in comparison to PR serving big business. PR plays a central role in strategic planning of higher education (Higgens1983:25)

According to the Public Relations Institute of South Africa: "Public relations is the deliberate, planned and sustained effort to establish and maintain understanding between an organization and its public" (Malan and L'Estrange,1981:5). PR is a broad and complex activity although its basic objective is simple: to communicate in order to achieve understanding through knowledge (Jefkins, 1982:5). Consequently, PR exists, like it or not, and all modern organizations, because of their size and complexity, need and are concerned with PR. Good PR -- the conscious effort to inform and be informed -- provides knowledge, understanding, goodwill and a good reputation. PR exists to keep institutions alert to an ever-shifting environment of circumstance and public opinion (Cantor, 1989:26). Especially in South Africa where the country, and hence all its institutions, is undergoing a phase of transition, this function is absolutely vital. PR is an on-going activity, hence the word "sustained" in the definition. It must anticipate problems and eliminate causes before problems arise. It is not there to rescue an operation or no apologies for it (Malan and L'Estrange, 1981:12). PR is essentially concerned with communication: between people, between people and organizations and within and between organizations.

Public Relation practitioners are visibly pivoted between the institutions they represent and their critics. They face antagonism from many elements - government, educators, intellectuals, many media people, and even many of the `practical' people in their own organizations. In fact, it is their position `in the middle', where no one is ever completely loved by either side that could account for the unfavorable treatment the profession sometimes receives (Lesly 1982:11). To plan a programme or campaign, practitioners must know the kind of publics with which they are dealing (Grunig 1983:28). It has long been assumed that if `people are out there'; they can be reached with messages. This view is being complicated by the growing sophistication of the audience; the great increase in the number of messages and media aimed at people, and their reduced tendency to read and to pay attention. It is almost impossible to reverse a trend of public opinion through the communications efforts alone (Lesly 1982:12). Any organization has many publics, which it must reach and win over. The same approach will not work for all of them but it must be consistent enough so that the organization does not appear to suffer from a split personality (Higgens, 1983:25). Publics develop because of situations or issues they face, not because of attitudes or personalities. As the situations or issues change, so do the publics. Thus PR programs cannot be set in concrete, or soon they will be aimed at publics that no longer exist (Grunig: 1983:31). Pratt (1985:16), writing in general on the Third World situation, argues that PR principles and practices in general which are acceptable in the West, cannot be instantly applied to developing nations. He suggests that socioeconomic and political systems define the structural role of the practitioner, and that makes PR's role a function of the social system. Most socio-political systems in developing nations perpetuate the institutional status quo, so that the region's mass media have considerable difficulty charting a course significantly different from that of the government. Since the mass media are largely government-owned and owe their survival to it they are required to support it and its programmes. Thus, the system will require that for PR practitioners to be socially responsible, they must be team players, in accordance with the dictates of the government. PR thus becomes a conduit for communicating development

Having public relations no longer report to development eliminates the pressure, often unvoiced but nonetheless present, to accentuate the positive, and free he public relations professionals to provide the best counsel, planning and results for the institution. The separation of the two functions does not preclude a close and effective working relationship. In fact, such a relationship would be quite in keeping with one of the underlying principles of both disciplines – the establishment of relationships. A quick look at the terminology used to identify the various specialties in both fields - media relations, government relations, community relations in public relations, alumni relations, donor relations and corporate and

foundation relations in development - leaves no doubt that the establishment of relationships is at the heart of both endeavors. The process for developing those relationships also contains some remarkable similarities, to the extent that, as someone who has been in charge of both public relations and development, I would maintain that development is really, at its core, the The administrative unit within the university responsible for informing, educating and persuading constituents through the media and other communication techniques and strategies is the public relations or public affairs office. Public relations is a management function that focuses on telling the story of the university—its mission, purpose, history, traditions and requirements—to a diverse group of publics and stakeholders important to the success of the university.

Public relations began playing an important and significant role in communicating the aims, objectives and needs of higher education in the late 19th century (Bonfiglio, 1990; Cutlip, Center, & Broom, 1985). As the public university became a more complex institution with a growing contingent of constituents, the need for and role of public relations became increasingly important. Public relations play a vital role in helping university administrators articulate their aspirations, goals, objectives, and needs to a diverse group of constituents.

Today's public research-oriented universities are competing for the best undergraduate and graduate students as well as superior faculty, acquiring resources for building new facilities, maintaining their physical plants, and providing a range of educational, cultural and entertainment services for students and the general public in some cases. All of these needs are supported by the work and efforts of a public relations office whose function is to communicate the worth and merit of the university to a variety of constituents including state legislators, wealthy donors, corporate and philanthropic foundations, and alumni. Although a variety of strategies are used to communicate the university's worth and merit, attracting news media coverage is an essential component of this effort.

Management at higher education institutions can avoid or be better prepared to handle crises, if they have a crisis communication plan in place and if they communicate effectively during these uncertain periods of time. Apart from having a crisis communications plan, public relations practitioners need to develop communication strategies and processes to influence the cause of conflicts to the benefit of the organizations many stakeholders. This is often referred to as strategic conflict management. Donyale, Padgett, Cheng and Parekh (2013) purport that organizations are required to engage with their internal and external stakeholders about the severity and nature of the crisis. A crisis situation therefore makes it necessary to implement a response strategy as responsibility for the crisis is placed on the organization. Based on this communication is therefore at the heart of a crisis and conflict management and crisis communication therefore becomes a public relations issue (Lubbe and Puth, 2000).

REVIEW OF LITERATURE

S. No	Author	Year	Topic	Objective	Finding
1	Whitaker-Heck, Rosalynne	2014	An Examination of the Roles and Work activities of the Public Relations officer in Higher Education using the 5-factor dimension model	This study examines technical and managerial public relations roles and respective work activity among Higher Education Public Relations officers and examines the extent to which the managerial and technical roles are related to the public relations officer's access to the president and type of institution in which the public relation officer works	The study reveals that regardless of the Institution type, a majority of senior PR officers do not have direct access to the records of their respective Higher Education Institutes.
2	Hussain, S. B., & Rawjee	2014	Crisis Communication at Higher Education Institutions in South Africa: A Public Relations Perspective	This research aims to investigate the role of communication during the planning and management of crisis at higher education institutions in KwaZulu-Natal.	It is recommended that higher education institutions should incorporate conflict management and crisis communication in their strategic plans on priority
3	Dzamtoska-Zdravkovska, Suzana Serafimova, Mimoza	2013	Communication Beyond The Lecture Room As A Challenge Of Education In The Modern Era	The focus of this paper is communication challenges on the teacher student relations.	The application of theory to practice strengthened the confidence of students, respect for the professor, bear active communication interaction with the professor, increase motivation of students and result in their greater involvement and commitment to studying.
4	Agyapong Kingsley, Duku Dankwa Dan, Agyemang Anthony	2013	Educational Public Relations Functions In Private Tertiary Universities In Ghana	The objective of the study was to investigate educational public relations functions in private universities in Ghana	This study revealed that counseling of students was not one of the educational public relations functions performed, also the educational public relations units of the private universities do not take audit of corporate social responsibility, to enable the unit assess publics' views towards private universities

5	Chew Jesslyn	2013	Exploring how Female Relations Managers in Higher-Education Institutions Gain Influence	This study explores how female public relations managers working in higher-education institutions perceive that they gain influence in their jobs as communicators	Female PR managers gain influence in higher-education setting through collaborative relationships, managing issues/crisis and through their personality characteristics of honesty, decisiveness and tenacity
6	Frederick Boakye, Celestina Nsor, Awuah Samuel Tabi	2012	An Assessment of the Contribution of Public Relations in achieving Organizational Goals: A Case of selected Private Tertiary Institutions in the Ashanti Region	The objective of the study were to establish the relevance of public relations practice to achieving the goals of private tertiary institutions, to identify specific functions that can be performed by public relations practitioners to achieve the goals of private tertiary institutions and to examine how public relations can be strengthened in private tertiary institutions.	Selected Institutions do not have public relations departments, should establish outfits which will be responsible for carrying out public relations activities; also the public relations department should be headed by a public relations officer.
7	Brick Bramlett Rebecca	2012	Using Social Media for Public Relations in Higher Education: A Case Study	This case study explores how one institution of higher education is using social media for public relations and how social media has been incorporated in the public relations strategy of the institution.	The study advances ideas about how to implement social media strategy for higher education public relations and how to define its success and value
8	Campbell Geoff	2012	Evolving public relations: Social media use by higher education communicators	This study examines whether the higher education communicators use social media in a way that follows Grunig's model of two-way communication through interviews, documentary evidence, and institutional archives	It suggests in the higher education institutions the use of social media should incorporate broadcast and engagement and that feedback should inform but not dictate the types of posts they make to their target audiences
9	Malan L P, Mammadalizade	2012	Intergovernmental Relations in the South African Higher Education Sector	The article analyzes the environment within which intergovernmental relations takes place in the higher education sector and explains the composition, role and	Intergovernmental relations structure should be a statutory constituted body one where enforceable binding decisions can be made and communicated to the various role- players. Roles and responsibilities of such a structure should be clearly defined to be able to support the mandates of the various stakeholders represented in the structure and not

				functions of stakeholders.	entrenched in the various institutions in the pursuance of their main goals and objectives.
10	Zailskaite - Jakste, Ligita & Kuvykaite, Rita	2012	Implementation of Communication in Social Media by promoting studies at Higher Institutions	This research builds up the structural model of communication in social media, tests the application perspectives of the model for this study. It defines the main field where social media may be used in organization, the advantages and the disadvantages of such possibilities, and how to implement them. It further analyses and observes social media channels of fourteen Lithuanian public universities.	The result of theoretical analysis is an original mode of communication in social media. The theoretical model of communication in social media includes process of communication between organization and consumers, stages of preparation and assessment.
11	Bowden, Jana Lay-Hua	2011	Engaging the student as a Customer: A Relationship Marketing Approach	This study examines the determinants of loyalty within Higher Education sector and role of relationship strength as moderator of these determinants. Also it gives an understanding of the drivers of customer – brand relationships, the higher education sector and its important strategic implications for the way in which higher-education providers manage their customer -brand relationships	This study suggests the need for a more comprehensive, involved and proactive strategy to developing, managing and maintaining the student-university relationship. The study also encourages the sector to adopt a relationship marketing approach to the management of Higher Education
12	Pure Inga	2010	Public Relations As Management Function At Universities	This study tries to study the public relations definitions and functions in Latvia. Even today the meaning of the term is not singular and not completely understood.	Public relations practitioners of universities have to hold a strategic role and not merely a technical one. In order for public relations to be able to contribute at the strategic level, it has to be empowered either by being part of the decision making team of universities (dominant coalition) or have direct access to those who are in the dominant coalition.

13	Mu-Li Yang. Wen-Bin Chiou	2010	A countrywide study on factors influencing the public relations practice in higher education in Taiwan	To determine what factors have significant impacts on the performance of public relations practice in terms of public relation functions in higher educational institutions in Taiwan.	In this study, four influential organizational factors were revealed as (1) the PR practitioners' hierarchy level in a university/college (2) the value and support attributed by the university/college president to educational PR (3) a college's attempt at being certified as a university (4) the stability of a university/college
14	Letitia Macpherson Elizabeth, Cert Bus Grad, Bus B, T Dip	2010	The impact of managers' characteristics on the use of public relations strategy: An exploratory study in Queensland schools	This study has sought to explore evidence of a relationship between management characteristics and their impact on decisions managers make when choosing which public relations strategies to adopt in response to changes in the organization's operating environment	The study found support for the literature on the relationship between management characteristics and strategy. Key relationships found in this study were between: management characteristics themselves; age and the use of public relations strategies; and gender and the use of public relations strategies.
15	Bracey Leon	2010	Social Networking in Collegiate Public Relations	This study aims to develop a strategic communications plan that will determine which sites would be best suited for particular content and what strategies and tactics will be used in the future when a faculty or staff member wants to implement a social networking site.	The findings could not be generalized.
16	Angelo Wilson Terry	2009	The Role of Communication Messages and Public Relations Strategies In the Higher Education "Public Good" Debate: A Study of Four Public Research Universities	This study examined the role and function of public relations in public higher education institutions by focusing on the messages being communicated by four public research-oriented universities.	The study demonstrated that public research-oriented universities are using public relations strategies and techniques to construct and distribute messages to their key constituents about the benefits they provide to the State and its citizens
17	Lou. Yi	2009	Public Relations Function in a Higher Education Setting: An Examination of Communication Management in Two eastern US Universities	The study follows Kuhn's call and extends the application of Excellence theory by examining Public Relation in Higher Education settings, a field in which few studies have been conducted using Excellence theory	This study suggests the need for a more comprehensive, involved and proactive strategy to developing, managing and maintaining the student-university relationship. The study also encourages the sector to adopt a relationship marketing approach to the management of Higher Education

18	Walton, Susan Balcom	2009	Back to school: Seven ways for PR professionals to contribute to higher education	The article offers information on the ways public relations professionals could contribute to higher education in the United States.	This study states that public relations professionals could share their expertise with the next generation through speaking or teaching a public relations class, serving as a mentor, and participating in research activities.
19	Manjarres-Henriquez Liney, Gutierrez-Gracia Antonio, Vega-Jurado Jaider	2008	Coexistence of university–industry relations and academic research: Barrier to or incentive for scientific productivity	This article analyses whether university-industry relations are penalizing research activity and inhibiting university researchers' scientific productivity and, if so, to what extent.	We find that University Industry relations exercise a positive effect on university scientific productivity only when they are based on the development of R&D contracts, and when the funds obtained through these activities do not exceed 15% of the researcher's total budget.
20	Alessandri, Sue Westcotl. Yang, Sung-Un & Kinsey, Dennis	2007	An Integrative Approach to University Visual Identity and Reputation	This study focuses on the concepts of University Identity and University Reputation as they relate to large Private University In North East United States.	The study finds that stronger visual Identity, more distinctive perceptions of university visual attributes resulted in a more favorable reputation of the university
21	Madere, Carol M	2007	Using the University Website to Communicate Crisis Information	It studies the emergency information systems in schools and colleges of Louisiana, the difficulty level of accessing the crisis information.	The study concludes that effective crisis response is only possible with planning and proper use of all communication tools at our disposal, including university website.
22	Judson, Kimberly Aurand, Timothy & Karlovsky Robert	2007	Applying Relationship Marketing Principles in the University setting: An Adaptation of the Exchange Relationship Typology	This study employs the exchange relationship typology developed by Johnson and Selnes (2004) within the context of receiving Division 1 student athletes and developing their relationship with the University.	Findings illustrate how advanced relationship marketing principles can be implemented to assist universities in their daunting quest to develop successful student-athlete relationships.
23	Pompper Donnalyn	2006	Towards Relationship-Centered Approach to Student Retention in Higher Education	Article discusses the Importance of Public Relations to Institutes of Higher Education, it analyses theories of	Higher Education might consider "Relationship Centered" approach to student persistence issues. Public Relation practices in Higher Education setting might maximize the benefits of

				student persistence, attrition and retention.	communication audit as research technique
24	Kang, Seok Norton, Hanna E	2006	Colleges and Universities' use of the World Wide Web: A Public Relations tool for the digital age	This study explores college and university Web sites to determine the extent institutions utilize the Web to accomplish public relations goals	Results show that schools with a small-medium level of student recruitment and alumni giving are more likely to actively utilize the Web
25	Brunner, R. Brigitta	2005	Linking Diversity and Public Relation in Higher Education	This study examines public relationships and diversity issues at a large, Southeastern public university and midsized mid- western public university in USA	The Success of PR in this study is showing how a measure such as the Hon-Gruing scale can be adopted and used to better understand the climate and state of Public Relations relationships with Important internal constituents
26	Chun-Ju Hung Flora	2005	Exploring Types of Organizations-Public Relationships and their Implications for Relationship Management in Public Relations	This study explores the antecedent of organization-public relationships that affects relationship outcomes	The study discovers mutual, communal, conventional, constructional, symbolic, manipulative and exploitive relationships multinational companies have built with the Chinese public

Article 1. Whitaker-Heck, Rosalynne (2014) "An Examination of the Roles and Work activities of the Public Relations officer in Higher Education using the 5-factor dimension model". Public Relations Journal Vol. 8 No 1

This study examines technical and managerial public relations roles and respective work activity among Higher Education Public Relations officers based on hypothesized role Typology model. This study also examines the extent to which the managerial and technical roles are related to the public relations officer's access to the president and type of institution in which the public relation officer works.

Conclusion- Public Relations primarily assume a technical role, with marginal engagement of managerial role enactment, despite holding senior level job titles. The study reveals that regardless of the Institution type, a majority of senior PR officers do not have direct access to the records of their respective Higher Education Institutes.

Article 2. Hussain, S. B., & Rawjee, V. P. (2014). "Crisis Communication at Higher Education Institutions in South Africa: A Public Relations Perspective." Journal of Economics and Behavioral Studies Vol. 6, No. 2, pp. 144-151

This research aims to investigate the role of communication during the planning and management of crisis at higher education institutions in KwaZulu-Natal.

Conclusion- It is recommended that higher education institutions should incorporate conflict management and crisis communication in their strategic plans on priority. Issue management should be considered a priority at higher education institutions and be incorporated into institutions Risk policy. Since most crisis teams are made up of key stakeholders, the senior management should continue to consider this as an institutional priority to alleviate financial loss. It recommends that a plan of action must be sought to address these issues. More instantaneous communication and the incorporation of social media should be considered a priority as this would alleviate confusion and will ensure clearer communication.

Article 3. Dzamtoska-Zdravkovska, Suzana Serafimova, Mimoza (2013) "Communication Beyond The Lecture Room As A Challenge of Education In The Modern Era" Journal of Sustainable Development (1857-8519) Vol. 4 Issue 7, p5-19. 15p

The focus of this paper is communication challenges on the teacher student relations. Strict distance between teachers on the one hand and the students on the other are replaced by more common and increased communication that meets the needs of today's time where the inflow and outflow of information highlights the need for dynamic interaction. In this context practical work with students is an exceptional opportunity to improve communication with teachers and

Conclusion- The aim of the research was to realize the impact of practical showed that the application of theory to practice strengthened the confidence of students, respect for the professor, bear active communication interaction with the professor, increase motivation of students and result in their greater involvement and commitment to studying.

Article 4. Agyapong Kingsley, Duku Dankwa Dan, Agyemang Anthony (2013)"Educational Public Relations Functions In Private Tertiary Universities In Ghana" Inter-disciplinary Journal Of Contemporary Research In Business Institute of Interdisciplinary Business Research 162 VOL 4, NO 11

The purpose of the study is to get a better understanding of educational public relations functions in private universities in Ghana. The study was exploratory in nature and relied on multiple case study approach. Personal interviews', using an interview guide, was used to collect data from public relations officers of three private universities in Ghana. The objective of the study was to investigate educational public relations functions in private universities in Ghana**.**

Conclusion- The study revealed that counseling of students was not one of the educational public relations functions performed by the public relations units of the private universities. The findings further indicated that educational public relations units of the private universities do not take audit of corporate social responsibility, to enable the unit assess publics' views towards private universities.

Article 5. Chew Jesslyn (2013) "Exploring how Female Relations Managers in Higher-Education Institutions Gain Influence" University of Missouri

This study explores how female public relations (PR) managers working in higher-education institutions perceive that they gain influence in their jobs as communicators. It concluded that female PR managers gain influence in higher-education setting through collaborative relationships, managing issues/crisis and through their personality characteristics of honesty, decisiveness and tenacity.

Conclusion- The study revealed though the women remained outnumbered in male-dominated higher education administration and lacked advanced degrees possessed by many other college and university leaders. Though the participants had proven themselves in crisis communication yet still they lack influence in strategic decision-making which suggests further change is needed to move them beyond their roles as crisis communicators to become trusted counselors during their institution's strategic planning and policy making. Thus when female PR managers have consistent seats at their higher-education institutions' decision-making tables, their influence can grow.

Article 6. Frederick Boakye, Celestina Nsor, Awuah Samuel Tabi (2012) "An Assessment of the Contribution of Public Relations in achieving Organizational Goals: A Case of selected Private Tertiary Institutions in the Ashanti Region" Christian Service University College, Ghana

This research seeks to assess the contribution of public relations practice in achieving organizational roles in selected private tertiary institutions in Ashanti Region. The objective of the study were to establish the relevance of public relations practice to achieving the goals of private tertiary institutions, to identify specific functions that can be performed by public relations practitioners to achieve the goals of private tertiary institutions and to examine how public relations can be strengthened in private tertiary institutions.

Conclusion- with at least two assistants having academic qualification in communication studies It was found that the three out of four selected institutions which do not have public relations departments, should establish outfits which will be responsible for carrying out public relations activities; also the public relations department should be headed by a public relations officer.

Article 7. Brick Bramlett Rebecca (2012) "Using Social Media for Public Relations in Higher Education: A Case Study" North Carolina State University, Raleigh, North Carolina

This case study explores how one institution of higher education is using social media for public relations and how social media has been incorporated in the public relations strategy of the institution. This case study asks- How does one institution of higher education use social media for public relations? Does this institution's use of social media for public relations reflect the theories of dialogic communications and dialogic public relations?

Conclusion- This study fills a gap in the higher education, social media, and public relations literature while examining a topic that is increasingly of interest to a variety of disciplines, including and beyond higher education and public relations. The sheer popularity of social media sites demands attention from institutions with public constituents, as the public expects institutional brands that they are familiar with to be present on social media sites. As a case study, the themes and trends that emerged from this analysis serve as a reference for practitioners and a basis for future research in the topics of social media for use in higher education public relations. It also advances ideas about how to implement social media strategy for higher education public relations and how to define its success and value. The case studied may also become an example of best practices for other institutions to follow.

Article 8. Campbell Geoff (2012) "Evolving public relations: Social media use by higher education communicators" PRL 605: Public Relations Theory

This study examines whether the higher education communicators use social media in a way that follows Grunig model of two-way communication through interviews, documentary evidence, and institutional archives.

Conclusion- The evidence demonstrates that Syracuse University to an extent uses social media to engage its audiences. It suggests in the higher education institutions the use of social media should incorporate broadcast and engagement and that feedback should inform but not dictate the types of posts they make to their target audiences.

Article 9. Malan L P, Mammadalizade (2012) "Intergovernmental Relations in the South African Higher Education Sector" African Journal of Public Affairs Volume 5 number 1

The article focuses on intergovernmental relations in the higher education sector in South Africa and is motivated by the rising need to assess the role that the South African higher education sector plays in promoting the state's long term developmental goals. To achieve these goals a strong, effective and efficient system of intergovernmental relations is needed among the Department of Higher Education and Training, higher education institutions, the Council on Higher Education (CHE) and Higher Education South Africa (HESA). The article analyzes the environment within which intergovernmental relations takes place in the higher education sector and explains the composition, role and functions of stakeholders involved in intergovernmental relations in the South African higher education sector.

Conclusion- Intergovernmental relations structure should be a statutory constituted body one where enforceable binding decisions can be made and communicated to the various role- players. It is suggested that the Department of Higher Education and Training facilitate the process of establishing such a structure, after consultation with the CHE as well as HESA. Delegates from the various universities should also be represented on such a structure. The Department of Higher Education and Training could provide technical support for such a structure. Roles and responsibilities of such a structure should be clearly defined to be able to support the mandates of the various stakeholders represented in the structure and not entrenched in the various institutions in the pursuance of their main goals and objectives.

Article 10. Zailskaite - Jakste, Ligita & Kuvykaite, Rita (2012) "Implementation of Communication in Social Media by promoting studies at Higher Institutions" Engineering Economics, Vol. 23, Issue 2, pp. 174-188

This research builds up the structural model of communication in social media, tests the application perspectives of the model for this study. It defines the main field where SM may be used in organization, the advantages and the disadvantages of such possibilities, and how to implement them. It further analyses and observes social media channels of fourteen Lithuanian public universities.

Conclusion- The result of theoretical analysis is an original mode of communication in social media. The theoretical model of communication in social media includes process of communication between organization and consumers, stages of preparation and assessment.

Article 11. Bowden, Jana Lay-Hua (2011) "Engaging the student as a Customer: A Relationship Marketing Approach" Marketing Education Review, Vol 21, Issue 3, pp. 211-228

This study uses a structured equation modeling approach and sample of 474 students of an Australian higher education Institute to examine the determinants of loyalty within Higher Education sector and role of relationship strength as moderator of these determinant. An understanding of the drivers of customer –brand relationships the higher education sector and its important strategic implications for the way in which higher-education providers manage their customer -brand relationships.

Conclusion-This study suggests the need for a more comprehensive, involved and proactive strategy to developing, managing and maintaining the student-university relationship. The study also encourages the sector to adopt a relationship marketing approach to the management of Higher Education.

Article 12. Pure Inga (2010) "Public Relations As Management Function At Universities" Liepaja University (Latvia) ISSN 2029-2074

Until recently the definition of public relations in Latvia was unclear and even unknown. Even today when a part of the society uses it quite often, the meaning of the term is not singular and not completely understood. It is logical because even Public relation researchers do not have a united opinion about the term. Today there are many thousands of public relations definitions (the number is different in various

Sources of literature). One of the more often accepted definition was given by the USA public relations researchers Scott M. Cutlip, Allen H. Center, Glen Broom: Public relations is the management function that identifies, establishes, and maintains mutually beneficial relationship between an organizations and the various publics on whom its success or failure depends (Katlips 2002: 26). This definition points that public relations is much more than mere persuasion (as it is often viewed). Public relations should promote open, two – direction communication and mutual understanding on condition that a company/enterprise is ready to change its attitude and behavior.

Conclusion- Public relations is not comprehensively developed as well as investigated. Public relation does not play a significant role in all universities. Public relation enthusiasts still have to explain to the management strategically important meanings, applicability, the necessity of Public relation and its place in the organizational structure. Public relations practitioners of universities have to hold a strategic role and not merely a technical one. In order for public relations to be able to contribute at the strategic level, it has to be empowered either by being part of the decision making team of universities (dominant coalition) or have direct access to those who are in the dominant coalition.

Article 13. Mu-Li Yang. Wen-Bin Chiou (2010) "A countrywide study on factors influencing the public relations practice in higher education in Taiwan" Asia Pacific Educ. Rev. 11:223–233

The purpose of this study is to determine what factors have significant impacts on the performance of PR practice in terms of PR functions in higher educational institutions in Taiwan. The research questions are presented as follows:
RQ1: What organizational factors influence the performance of PR functions in higher educational institutions in Taiwan?
RQ2: What individual factors influence the performance of PR functions in higher educational institutions in Taiwan?

Conclusion- In this study, four influential organizational factors were revealed as: (1) the PR practitioners' hierarchy level in a university/college; (2) the value and support attributed by the university/college president to educational PR; (3) a college's attempt at being certified as a university; and (4) the stability of a university/college. These four factors were also identified in Yang's (2005) study as the organizational factors having impact on educational PR practice. Furthermore, the factor of "the PR practitioners' hierarchy level in a university/college" was found to be the only organizational factor associated with all four aspects ("media relations and issue management"; "image building and external PR"; "internal PR"; "school publications and information management") of PR performance in higher educational institutions in Taiwan.

Article 14. Letitia Macpherson Elizabeth, Cert Bus Grad, Bus B, T Dip (2010) "The impact of managers' characteristics on the use of public relations strategy: An exploratory study in Queensland schools" Queensland University of Technology Brisbane, Queensland, Australia

This study has sought to explore evidence of a relationship between management characteristics and their impact on decisions managers make when choosing which public relations strategies to adopt in response to changes in the organization's operating environment. This exploratory research study has been conducted within a specific context of schools in Queensland, Australia. Queensland schools have been facing a number of changes within their operating environment due to changes in Federal funding models in Australia's education system. This study used an e exploratory, qualitative approach to understand the management characteristics demonstrated by managers in schools and how these have impacted on the selection of public relations strategies for responding to their changing and increasingly competitive environment. The unit of analysis for this research study was principals in State (government) schools and in non-government schools.

Conclusion- The study found support for the literature on the relationship between management characteristics and strategy. However, there was also variation in findings warranting further investigation of the literature on the relationship between management characteristics and strategy in a school setting. Key relationships found in this study were between: management characteristics themselves; age and the use of public relations strategies; and gender and the use of public relations strategies. There was also evidence of support for the literature linking the impact that the combination of managers' age, education and experience had on the use of public relations strategies.

Article 15. Bracey Leon (2010) "Social Networking in Collegiate Public Relations" Digital Commons, Kennesaw State University

This study aims to develop a strategic communications plan that will determine which sites would be best suited for particular content and what strategies and tactics will be used in the future when a faculty or staff member wants to implement a social networking site. Also, it aims to develop an employee manual that will instruct GPC employees on how to submit Web content to the administrator, what type of policies will be established, as well as giving a better understanding of what type of content is appropriate for the Web sites GPC maintains.

Article 16. Angelo Wilson Terry (2009) "The Role of Communication Messages and Public Relations Strategies In the Higher Education "Public Good" Debate: A Study of Four Public Research Universities" The University of Texas at Austin

This study examined the role and function of public relations in public higher education institutions by focusing on the messages being communicated by four public research-oriented universities. This study was designed to determine if and how these universities communicate their public good responsibility and how that communication is perceived by two constituent groups, higher education reporters and state legislators. The researcher used two qualitative methods: thematic analysis and in-depth/elite interviews. Thematic analysis was used to analyze the universities' mission and vision statements, strategic plans, legislative appropriations requests, presidential speeches, and 800 press releases (200 from each of four universities), to determine whether references to the public good were either present or absent in messages the universities disseminated during 2006 and 2007. In-depth/elite interviews were used to obtain the perspectives of the chief public relations officers at each of the four public research-oriented universities about their public relations strategies and communication goals.

Conclusion- The study demonstrated that public research-oriented universities are using public relations strategies and techniques to construct and distribute messages to their key constituents about the benefits they provide to the State and its citizens. Major findings also include the observation that higher education reporters cover higher education as a statewide beat which focuses on the state's two flagship or Tier 1 universities—the University of Texas at Austin and Texas A&M University and the institutions in the reporter respective cities. In addition, the higher education reporters write about "issues" related to higher education rather than institutions per se. The study also found that State Legislators only recognize the two Tier 1 institutions as research institutions and their perspectives about these institutions are driven by how these universities are funded.

Article 17. Lou. Yi (2009) "Public Relations Function in a Higher Education Setting: An Examination of Communication Management in Two eastern US Universities" International Communication Association, NY City, NY Online

The study follows Kuhn's call and extends the application of Excellence theory by examining Public Relation in Higher Education settings, a field in which few studies have been conducted using Excellence theory. This study contributes both to the theoretical body of knowledge and to the professional practice of public relations. It demonstrates the utility of using the Excellence characteristics to evaluate the performance of public relations. The study extended the Excellence Theory's assertion that integration of various communication functions can be achieved through collaboration among executives from different units (i.e., internal communication, media relations, alumni relations, etc.) during the decision making process.

Conclusion-This study suggests the need for a more comprehensive, involved and proactive strategy to developing, managing and maintaining the student-university relationship. The study also encourages the sector to adopt a relationship marketing approach to the management of Higher Education. The results indicate that perceived attributes of publics significantly influence Public Relation strategy use in organization.

Article 18. Walton, Susan Balcom (2009) "Back to school: Seven ways for PR professionals to contribute to higher education" Public Relations Tactics Vol. 16 Issue 10, p18-18. 1p

The article offers information on the ways that public relations (PR) professionals could contribute to higher education in the U.S.

Conclusion-This study states that PR professionals could share their expertise with the next generation through speaking or teaching a PR class, serving as a mentor, and participating in research activities. It notes that PR educators already know that teaching future professionals can give an unsurpassed job satisfaction.

Article-19. Manjarres-Henriquez Liney, Gutierrez-Gracia Antonio, Vega-Jurado Jaider (2008) "Coexistence of university–industry relations and academic research: Barrier to or incentive for scientific productivity" Scientometrics,Vol. 76, No. 3 561–576

This article analyses whether university-industry relations (UIR) are penalizing research activity and inhibiting university researchers' scientific productivity and, if so, to what extent. The analysis is based on a case study of two Spanish universities.

Conclusion-We find that UIR exercise a positive effect on university scientific productivity only when they are based on the development of R&D contracts, and when the funds obtained through these activities do not exceed 15% of the researcher's total budget. We also find that researchers who combine research and UIR activities obtain higher funding from competitive public sources than that engage only in research. In addition, their average scientific productivity is higher and they achieve higher status within their institutions than those members of faculty who concentrate only on research.

Article 20. Alessandri, Sue Westcotl. Yang, Sung-Un & Kinsey, Dennis (2007) " An Integrative Approach to University Visual Identity and Reputation" Corporate Reputation Review, Vol 9, Issue 4, pp 258-270

This study focuses on the concepts of University Identity and University Reputation as they relate to large Private University In North East United States. The concept of university identity is investigated using methodology to find the most distinctive visual identities of the university among students. The concept of university reputation is explored using survey methodology.

Conclusion-Stronger visual Identity, more distinctive perceptions of university visual attributes resulted in a more favorable reputation of the university.
Select components of visual identity (the distinctiveness of certain visual attributes in the minds of the research participants) were strongly associated with similar aspects of university reputation.

Article 21. Madere, Carol M (2007) " Using the University Website to Communicate Crisis Information" Public Relations Quarterly, Vol 52, Issue 2

The Author reports on the practice of colleges and Universities in using their websites to communicate with the students, faculty and public when tragedy occurs. It studies the emergency information systems in schools and colleges of Louisiana, the difficulty level of accessing the crisis information.

Conclusion- Effective crisis response is only possible with planning and proper use of all communication tools at our disposal, including university website.

Article 22. Judson, Kimberly Aurand, Timothy & Karlovsky Robert (2007) "Applying Relationship Marketing Principles in the University setting: An Adaptation of the Exchange Relationship Typology" Marketing Management Journal, Vol. 17, Issue 1,pp 184-197

This study employs the exchange relationship typology developed by Johnson and Selnes (2004) within the context of receiving Division 1 student athletes and developing their relationship with the University.

Conclusion- Findings illustrate how advanced relationship marketing principles can be implemented to assist universities in their daunting quest to develop successful student-athlete relationships.

Article 23. Pompper Donnalyn (2006) " Towards Relationship-Centered Approach to Student Retention in Higher Education" Public Relation Quarterly, Vol. 51 Issue 2, pp 29-36

Article discusses the Importance of Public Relations to Institutes of Higher Education. A study is presented which analyses theories of student persistence, attrition and retention. The examination of communication exchange between a college and its key publics offers a context for promoting the "relationship –centered" approach to student persistence in higher education. This blends the two way symmetrical worldview of public relations with existing paradigms in higher education scholarship.

Conclusion- Higher Education might consider "Relationship Centered" approach to student persistence issues. Public Relation practices in Higher Education setting might maximize the benefits of communication audit as research technique. A bridge has been conducted between Public Relations theory and practice. Small Private two year colleges facing student retention issues might take note of mentioned antecedents.

Article 24. Kang, Seok Norton, Hanna E (2006) "Colleges and Universities' use of the World Wide Web: A Public Relations tool for the digital age" Public Relations Review Vol. 32 Issue 4 p 426-428. 3p

This study explores college and university Web sites to determine the extent institutions utilize the Web to accomplish public relations goals. A sample of the 129 best national universities in the United States compiled by the US News and World Report was used for analysis.

Conclusion- Results show that schools with a small-medium level of student recruitment and alumni giving are more likely to actively utilize the Web. In this light, schools behind in school excellence strive to use the Web as an important public relations tool to overcome their inferiority to superior schools

Article 25. Brunner, R. Brigitta (2005). "Linking Diversity and Public Relation in Higher Education" Auburn University

This study examines public relationships and diversity issues at a large, Southeastern public university and midsized mid- western public university in USA. The modified Han and Gruing (1999) scale was used to measure the relationship factors.

Conclusion- The Success of PR in this study is showing how a measure such as the Hon-Gruing scale can be adopted and used to better understand the climate and state of Public Relations relationships with Important internal constituents.

Article 26. Chun-Ju Hung Flora (2005) "Exploring Types of Organizations-Public Relationships and their Implications for Relationship Management in Public Relations" Journal of Public Relations Research 17(4) 393-42

This study explores the antecedent of organization-public relationships that affects relationship outcomes. Organizations, realizing the interdependence with their publics, developed different types of relationships, such as communal and exchange relationships.

Conclusion- The study discovers mutual, communal, conventional, constructional, symbolic, manipulative and exploitive relationships multinational companies have built with the Chinese public. Also, the conventional relationships shall preach a win-win ground and mutual communal relationships benefit multinational companies the most in achieving effectiveness.

RESEARCH GAP

After going through the various research papers on Public relations function in Higher Education, it has been concluded that Internal and External Relations in Universities have not been effectively covered. Limited studies have been found with reference to the impact of Alumni relations on Higher Education student enrolments in Higher Education. Although, a few studies have addressed the scholarship and exchange programme pertaining to Public relations, still there is a need for further study on the impact of Public Relations on student admissions. Very few studies have been undertaken on the impact of Public Relations in Private Universities. Comparative analysis on the impact of Public relations in Private Universities is missing. Use of social media in higher education for building relationships has not been fully explored. Further, there is limited study with regard to the impact of Industry Interaction and student counseling in maintaining University public relations.

JUSTIFICATION & RELEVANCE OF STUDY

This study would highlight the impact of public relations on the enrollments of the students and various decisions and activities undertaken by the private universities. This study also tries to suggest the university about the positive impact of public relations and helps find effective public relations mechanisms for private universities. This would help the private universities in branding, employability, Industry relationship, academic courses and university accessibility.

NEED & SCOPE OF STUDY

In the competitive era of higher education universities, there is a need for effective public relations which result in positive /appropriate student enrollments. This will help in stability and growth of the university.

Present study is an attempt to understand the public relations relationship with student enrollments studied comparatively in private universities. This study would help determine the different public relations factors affecting the University brand image, its accessibility and employability.

OBJECTIVES OF STUDY

- To determine the impact of public relations on student enrollment in private universities.
- To compare the impact of public relations on student enrollment in private universities.
- To assess the impact of Alumni Relations on the number of students enrolled in private universities.
- To determine the impact of Industry Interaction on the number of students enrolled in private universities.
- To study the impact of Social Media presence on student enrollment in private universities.

HYPOTHESIS

Ho: There is no relationship between Alumni Relations and number of students enrolled in the University

H1: There is a relationship between Alumni Relations and number of students enrolled in the University

Ho: There is no relationship between Industry Interaction and number of students enrolled in the University.

H2: There is a relationship between Industry Interaction and number of students enrolled in the University.

Ho: There is no relationship between Social Media Presence and number of students enrolled in the University.

H3: There is a relationship between Social Media Presence and number of students enrolled in the University.

RESEARCH METHODOLOGY

Research Design: An exploratory research will be adopted to study the problems and better prospects of public relations in higher education.

Scope of Study: The present study will be conducted in 40 Higher Education Private Universities across India. India has many Private Universities providing higher education. The study will target professional courses in Private Universities.

Sampling Method: The non- probabilistic sampling technique would be used.

Sampling Size: The information on Impact of Public relations in Higher Education will be collected from 40 Private Universities.

Data Collection: Primary and Secondary sources for data collection would be used.

Primary Data: Among the use of several methods for primary data collection, Questionnaires would be administered.

Secondary Data: Data would be collected from various sources-government publications, books, magazines, newspapers, reports and publications of journals, research scholars reports, reports maintained by universities, public records etc.

Analysis of Data:

Data so collected will be tabulated suitably for the purpose of analysis.

Appropriate descriptive statistical tools like arithmetic mean, standard deviation, coefficient of variation and diagrammatic presentation will be used for interpretation of data.

Appropriate inferential statistical tools like SPSS and Z-test would be applied.

PROBLEMS OF STUDY

Although, every effort will be made to undertake a representative study, still problems might occur in the course of the study. Adequate precaution and care would be taken regarding the same.

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